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72-17**

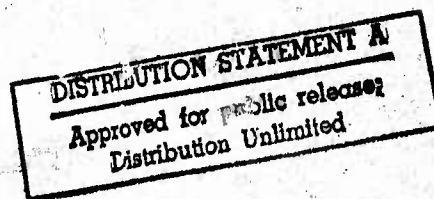
HumRRO-TR-72-17

Reenlistment Intentions of Tank Commanders

Eugene H. Drucker and Shepard Schwartz



**HUMAN RESOURCES RESEARCH ORGANIZATION
300 North Washington Street • Alexandria, Virginia 22314**



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13. ABSTRACT A battery of tests was administered to 100 tank commanders in Grade E6, to determine factors involved in reenlistment decisions. Tests included a background information questionnaire, an attitude questionnaire, five personality scales, and measures of present and expected future need satisfaction. Subjects were divided into three groups according to their responses to a question dealing with their reenlistment intentions; to reenlist, not to reenlist, and undecided. The results indicate that expected incentive increases were important factors in the reenlistment decision, particularly expected increases in satisfaction of esteem needs and self-actualization needs. While there were significant differences between the groups in attitude toward the Army, it was impossible to determine from the data whether attitude was a cause of the reenlistment decision or a consequence of it. Of the personality scales, only the Socialization scale showed a relationship to reenlistment. Family life appeared to be an important factor in the reenlistment decision.		

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HumRRO Division No. 2
Fort Knox, Kentucky

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The Human Resources Research Organization (HumRRO) is a nonprofit corporation established in 1969 to conduct research in the field of training and education. It is a continuation of The George Washington University Human Resources Research Office. HumRRO's general purpose is to improve human performance, particularly in organizational settings, through behavioral and social science research, development, and consultation. HumRRO's mission in work performed under contract with the Department of the Army is to conduct research in the fields of training, motivation, and leadership.

The findings in this report are not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

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FOREWORD

The research described in this report was performed by the Human Resources Research Organization as part of Work Unit ESPRIT, Development of Methods for Improving Soldier Adjustment to the Army. The objective of Work Unit ESPRIT is to develop measuring instruments for determining the sources of low motivation and attitude deterioration among enlisted men, and to adapt and evaluate methods for increasing motivation and preventing attitude deterioration. This report contains the result of a study of the factors involved in reenlistment decisions of tank commanders.

The research was conducted at HumRRO Divison No. 2, Fort Knox, Kentucky, where Dr. Donald F. Haggard is the Director of Research. Personnel of the U.S. Army Armor Human Research Unit provided military support for this effort. SP5 Louis Beccaria was particularly involved in data collection and analysis. LTC Willis G. Pratt is Chief of the Unit.

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Meredith P. Crawford
President
Human Resources Research Organization

PROBLEM

Without an increase in reenlistment rate, termination of the draft would result in a decrease in the number of men in the Army. To effect such an increase, it is necessary to determine what factors affect the reenlistment decision and to use this information to initiate changes in the personnel system that would increase the reenlistment rate. Information dealing with the factors involved in the reenlistment decision can also be used to develop psychological instruments capable of predicting which soldiers are most likely to reenlist. By developing this capability, it would be possible to use this information in making many personnel decisions, including promotions and duty assignments.

The purpose of the present research is to determine the effects of several factors on the reenlistment decision of tank commanders. These factors are (a) background information, such as age, years of education, and length of military service, (b) attitude toward the Army, (c) personality, and (d) satisfaction of motivational needs.

APPROACH

Subjects were 100 tank commanders in Grade E6, who were given a battery of tests that included the following:

- (1) A Background Information Questionnaire consisting of 11 questions dealing with military assignments and personal history.
- (2) The TA-III Questionnaire, an attitude scale measuring favorability of attitudes toward the Army.
- (3) Five scales from the California Psychological Inventory—Dominance, Responsibility, Socialization, Communality, and Achievement via Independence.
- (4) A Motivation Questionnaire, measuring the amount of incentive provided by each soldier's career, the amount of incentive each subject felt the Army should provide, the expected increase in incentive provided by the soldier's career, the degree to which the soldier believed his needs were being satisfied by his career, and the degree to which the soldier believed his needs would be satisfied by his career in the future.

Subjects were divided into three groups on the basis of their responses to a question dealing with reenlistment intentions. Subjects in the YES group specified an intention to reenlist; subjects in the NO group specified an intention not to reenlist; and subjects in the UNDECIDED group were undecided about reenlistment. The responses of the subjects on the measures included in the test battery were compared by analysis of variance or chi square.

RESULTS

Tank commanders who decided to reenlist were significantly older than those who decided not to reenlist or those who were undecided. Subjects in the YES group had been in the service for a significantly longer period of time than those in the UNDECIDED group, but not longer than those in the NO group. The proportion of married men in the UNDECIDED group was significantly greater than in either of the other two groups.

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Subjects who decided not to reenlist held significantly less favorable attitudes toward the Army than did other subjects. The subjects did not differ significantly on personality scores except for the YES group, which scored significantly higher on the Socialization scale than did the NO group. No differences appeared between the groups in the amount of incentive desired from their careers for any of the needs studied. Subjects in the NO group were more dissatisfied than subjects in the YES group in the satisfaction of the need for an Opportunity for a Good Family Life. Subjects in the NO group were more dissatisfied than subjects in each of the other two groups in the satisfaction of the need for a Feeling of Worthwhile Accomplishment.

Subjects in the NO group expected significantly smaller increases than did either YES or UNDECIDED groups in incentives for four needs--Financial Security, Opportunity to Exercise Authority, Opportunity to Realize Full Potential, and Feeling of Worthwhile Accomplishment; they expected smaller increases in Prestige Outside the Military than did the UNDECIDED group. Subjects in the NO group also expected more need dissatisfaction in the future than either YES or UNDECIDED groups in Job Security and the Feeling of Worthwhile Accomplishment, and more dissatisfaction than the YES group in the Opportunity for a Good Family Life.

CONCLUSIONS

(1) The results of the investigation suggest that personal history affects the reenlistment decision. Increase in age is related to an increase in the likelihood of reenlistment. Marriage, however, appears to cause a delay in the decision on whether to reenlist.

(2) While attitudes were found to be related to the reenlistment decision, it was not possible to determine the causal nature of the relationship from the results. Positive attitudes may either increase the likelihood of reenlisting or be a consequence of the decision to reenlist. Negative attitudes may either decrease the likelihood of reenlisting or be the consequence of the decision not to reenlist.

(3) Personality does not appear to be a factor in the reenlistment decision, although the evidence is inconclusive because only a few personality scales were included.

(4) Present need satisfaction appears to be a minor factor in the reenlistment decision. However, expectations of future incentive increases appear important, particularly for esteem needs and the need for self-actualization.

(5) Family life appears to be an important factor in the reenlistment decision. Dissatisfaction with present family life and expectations of future dissatisfaction lead to a decrease in reenlistment rate.

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Reenlistment Intentions of Tank Commanders

INTRODUCTION

Should the draft be terminated, it is almost certain that there will be a decrease in the number of men who enter the military services. One way to compensate for this loss in men would be for the Army to effect an increase in the reenlistment rate. While there would be fewer men entering the Army, there would also be fewer men leaving.

To effect an increase in the reenlistment rate, two steps must be taken. First, it would be necessary to identify the factors that significantly affect the reenlistment decision. That is, information must first be obtained concerning the reasons for a man's decision to remain in the Army or to separate from it. Second, once these factors are identified, changes must be initiated that would increase the likelihood that a given soldier will decide to reenlist at the end of his term of duty.

Once the factors affecting the reenlistment decision are known, it would be possible to use this information to develop tests for predicting which soldiers are most likely to reenlist. The ability to predict reenlistment intentions would be valuable as an aid in many personnel decisions, including determining training and duty assignments. Expensive training and desirable duty assignments might, for example, be given to those soldiers who are most likely to remain in the service.

Previous studies dealing with reenlistment predictions have generally yielded disappointing results. Correlations between various predictors and reenlistment are usually quite small. For example, in a 1966 study by the U.S. Army Personnel Research Office, years of education were found to correlate $-.21$ with reenlistment, while age and race correlated $-.14$ and $-.05$ respectively (1). Test scores from the Army Classification Battery yielded correlations with reenlistment ranging from $-.02$ to $-.14$. In fact, the highest correlation (.21) obtained for any scale was with a measure called "career incentives." This was defined as "a set of responses indicating willingness to consider benefits of Army life from a practical standpoint." The other scales in the study, which included Soldierly Conduct, Service to Country, and Leadership, correlated from $-.12$ to $.13$ with reenlistment. A factor analysis of the scales resulted in four factors, two of which correlated with reenlistment: (a) attitude toward the service, and (b) emphasis on career incentive and individual job goals related to reenlistment. Unfortunately, the relationships again were small.

A series of studies by the U.S. Naval Personnel Research Activity also failed to show strong relationships between reenlistment and various predictors. For example, in a study of reenlistment among Class "A" School trained men, reenlistment was unrelated to any of the measures investigated (2). A battery of 12 predictor variables was used, including the Basic Test Battery, the Naval Activities Preference Blank, the Biographical Information Blank, the Naval Knowledge Test, and Final Class "A" School average. Virtually all the correlations obtained were less than $.10$. The item most strongly related to reenlistment was a career intention item on the Biographical Information Blank, which had a median correlation of $.14$.

In a 1967 study of enlisted personnel retention in the Navy, variables investigated included socioeconomic, in-service, and personal variables (3). None had a "high or marked" correlation with reenlistment. The stated intent to reenlist showed the highest relationship to reenlistment, correlating $.59$ with actual reenlistment. Number of weeks of Class "B" School correlated $.41$ with reenlistment, while all other correlations were below $.40$.

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The purpose of the present study is to obtain additional information concerning factors that affect the reenlistment decision of tank commanders. The information provided could be used to establish policies designed to increase the reenlistment rate. In addition, the information could be used to develop tests and other measuring instruments capable of predicting reenlistment intentions. To accomplish this goal, a battery of psychological measuring instruments was administered to a sample of E6 tank commanders, and the responses made on these instruments were related to reenlistment intentions.

The subjects were classified in three groups on the basis of their response to a question dealing with reenlistment intention. The YES group consisted of men who declared an intention to reenlist in the Army, and the NO group declared an intention *not* to reenlist. The final group—the UNDECIDED group—declared that they had not yet made a decision concerning reenlistment.

A battery of psychological measuring instruments was administered to subjects in each of the three groups. The battery included the following:

(1) A background information questionnaire. It was believed that certain factors in a soldier's background, such as age and military experience, would affect his decision to reenlist. Specifically, it was expected that the greater the soldier's commitment to the Army, the greater the likelihood that he would reenlist.

(2) An attitude questionnaire. It was believed that soldiers who held favorable attitudes toward the Army would be more likely to reenlist than those who held unfavorable attitudes.

(3) A personality test. This was included on the assumption that soldiers with certain types of personalities would be more suited to Army life than those with other types. While some soldiers might have personality traits that would be suited to military life, others might have traits that conflict with military life.

(4) A motivational-need questionnaire. This was included on the assumption that each individual has certain personal needs that must be satisfied. It was believed that those whose needs were satisfied by their military career would be more likely to reenlist than those whose needs were not satisfied. In addition, it was believed that expectations of future need satisfaction would also be a factor in the reenlistment decision.

The research strategy was to compare the mean responses of the three groups of subjects to determine which measures successfully discriminated between the groups.

METHOD

SUBJECTS

The subjects for this study were 100 tank commanders in Grade E6. All were in at least their second enlistment. The men came from available training companies at the United States Training Center, Armor. Most of these men were from a single Advanced Individual Training (AIT) brigade.

MATERIALS

Background Information Questionnaire

The Background Information Questionnaire consisted of 11 questions concerning military assignments and personal history, including questions on age, marital status, and amount of education. Also included in the questionnaire was a question pertaining to reenlistment intention. The response to this question served as the criterion variable in the study. The Background Information Questionnaire is given in Appendix A.

TA-III Questionnaire

The TA-III is an attitude questionnaire developed by HumRRO Division No. 3 for Work Unit TRANSITION. The questionnaire contained three sections. The first section consisted of a list of 14 concepts, such as The U.S. Army, Labor Unions, and Going to School. The subjects were required to rate the favorability of their feelings toward each of these concepts. Six of the concepts concerned the military, and one point was given for each of these six concepts that was described favorably.

The second section of the questionnaire consisted of 16 statements concerning the Army, such as "The Army makes a man of you" and "Most Army officers are well qualified for their jobs". The subjects responded to each statement by stating the degree to which they agreed or disagreed with it. One point was given for each statement with which they agreed when that item was favorable toward the Army. One point was also given for each statement with which a subject disagreed when the item was unfavorable toward the Army.

The third section consisted of three questions referring to adjustment to Army life or reenlistment changes. (These items were not included in the total score.)

The range of possible scores on the questionnaire was from 0 to 22, with high scores indicating favorable attitudes toward the Army. The TA-III Questionnaire is given in Appendix B.

California Psychological Inventory

Five scales from the California Psychological Inventory (CPI) were selected as measures of personality traits. The CPI was chosen for use in this study because it was developed primarily for use with normal rather than abnormal population. The CPI contains 480 items that yield 18 scores representing different aspects of social interaction. Since time was not available to administer the entire Inventory, only five of the 18 subscales were administered.

To select the five scales to be included in the study, a group of experienced officers and noncommissioned officers were given descriptions of the traits measured by each of the 18 scales, and were asked to select the five traits that they considered to be among the most important for an experienced NCO to possess. The descriptions of the traits

were taken from the CPI test manual (4). The five selected subscales, and the descriptions of the traits they measure are as follows:

(1) Dominance. Persons scoring high on the Dominance subscales were described as "aggressive, confident, persistent, and planful; as being persuasive and verbally fluent; as self-reliant and independent; and as having leadership potential and initiative."

(2) Responsibility. Persons scoring high on the Responsibility subscale were described as "planful, responsible, thorough, progressive, capable, dignified, and independent; as being conscientious and dependable; resourceful and efficient; and as being alert to ethical and moral issues."

(3) Socialization. Persons scoring high on the Socialization scale were described as "serious, honest, industrious, modest, obliging, sincere, and steady; as being conscientious and responsible; and as being self-denying and conforming."

(4) Communality. Persons scoring high on the Communality scale were described as "dependable, moderate, tactful, reliable, sincere, patient, steady, and realistic; as being honest and conscientious; and as having common sense and good judgment."

(5) Achievement via Independence. Persons scoring high on the Achievement via Independence scale were described as "mature, forceful, strong, dominant, demanding, and foresighted; as being independent and self-reliant; and as having superior intellectual ability and judgment."¹

The final version containing these five scales consisted of 185 items. Each item was a statement with which the respondent indicated agreement or disagreement.

Marcum's Motivation Questionnaire

A questionnaire developed by Marcum was used to measure the need satisfaction of the subjects (5). The questionnaire in which the need fulfillment of U.S. Army officers was examined was originally developed for a Master's thesis. Deficiencies in need satisfaction were assessed by comparing the degree of incentive provided for a particular need with the degree of incentive that the subjects felt should be provided. The discrepancy between the actual degree of incentive provided by the Army and the amount of incentive that an officer felt the Army should provide was interpreted as indicating the degree to which needs were satisfied or dissatisfied. If the amount of incentive provided was less than the amount the subject felt the Army should provide, the subject was supposedly dissatisfied. If the amount provided was more than the subject felt should be provided, then he was supposedly satisfied. In addition, Marcum also asked about expected increases in need satisfaction.

The particular needs that were investigated by Marcum were selected from those in Maslow's theory of motivation (6). According to Maslow, human needs can be arranged in a hierarchical order. It is assumed in the theory that before a particular need can motivate human behavior, all needs that are lower than it in the hierarchy must be satisfied. Maslow placed physiological needs, such as the need for food, water, and sleep, at the lowest rank in the hierarchy. Maslow placed safety needs just above the physiological needs. Safety needs include protection against threat and danger. McGregor later indicated that this level also includes security needs (7). At the third level are the social

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Since there is evidence to indicate that item responses obtained to selected items isolated from the context of a personality inventory may not be comparable to those obtained within the context, the results of this research should not be considered applicable to the standardized complete form of the inventory.

needs, such as the need for friendship and love; also included is the need for association with other human beings and for being accepted by others. At the fourth level are the esteem needs, which Maslow categorized into two types. The first type is concerned with an individual's self-esteem, and includes the desire for adequacy, competency, and confidence. The second type is concerned with esteem from others, and includes the desire for status, prestige, and recognition. Maslow's final level was the need for self-actualization, the desire to attain one's potentials or to become whatever one is capable of becoming.

Marcum's questionnaire measured need deficiencies for needs at all levels except those at the lowest level. Physiological needs were omitted on the assumption that these needs are easily satisfied in our culture, and consequently play a relatively minor role in motivating human behavior.

For the present questionnaire, slight modifications were made in the particular needs that were included, and in the wording of the questions. Ten needs were selected for the present version. As in Marcum's original version, physiological needs were not included. The needs included in the present version classified by level are as follows:

<u>Level</u>	<u>Need</u>
Safety Needs	(1) Financial Security (2) Job Security
Social Needs	(3) Opportunity for Good Family Life (4) Opportunity to Make Worthwhile Friends
Esteem Needs	(5) Opportunity for Independent Thought and Action (6) Opportunity to Exercise Authority (7) Prestige Inside Military (8) Prestige Outside Military
Need for Self-Actualization	(9) Opportunity to Realize Full Potential (10) Feeling of Worthwhile Accomplishment

The Motivation Questionnaire is shown in Appendix C. Three questions are included for each of the ten needs. The first question is concerned with the actual incentive provided by the Army, and asks the respondent to compare the amount of incentive offered by his Army career with that provided to civilians who may be considered similar. The question is followed by five response categories as follows:

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

To score the item, values from -2 to +2 were assigned to each response. The higher the value, the greater the incentive perceived to be offered by the Army compared with civilians.

The second question for each need was concerned with the degree of incentive that a subject felt the Army *should* provide. This question was followed by five response categories as follows:

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

The response category "Much less" was not used, and the category "Much more" was added to obtain a more normal distribution. According to Marcrum, it would be unlikely that a soldier would report that his Army career should provide much less incentive than that received by civilians. To score the item, values from -1 to +3 were assigned to each response. The higher the value, the more incentive it was felt that the Army *should* provide.

The final question was concerned with expected increases in incentives. This question was followed by four response categories as follows:

(The incentive) I get from my Army career will probably:

- Stay about the same as it is now _____
- Increase, but not nearly as much as I would like it to _____
- Increase, but not quite as much as I would like it to _____
- Increase just about as much as I would like it to _____

To score the item, values ranging in value from 0 to +3 were assigned to each response. The greater the value, the greater the expected increase in incentive.

The following set of scores was obtained for each of the ten needs:

(1) Present Incentive. This score is the value of the response on the question concerning the amount of incentive now provided by the respondent's Army career.

(2) Desired Incentive. This score is the value of the response on the question concerning the amount of incentive the respondent's Army career should provide.

(3) Expected Incentive Increase. This score is the value of the response to the question concerning the degree to which the amount of incentive provided by the respondent's Army career will probably increase.

(4) Need Satisfaction. This score indicates the degree to which a respondent believes a need is being satisfied by his Army career. It was assumed that the Desired Incentive score would represent the minimum incentive value that would be satisfying to the subject. Incentives having values greater than the Desired Incentive score would be satisfying, while those having values less than the Desired Incentive score would not be satisfying. The Need Satisfaction score was obtained by subtracting the Desired Incentive score for a particular need from the Present Incentive score for that same need. Possible scores range from +3 (indicating maximum satisfaction) to -5 (indicating maximum dissatisfaction).

(5) Expected Need Satisfaction. This score indicates the degree to which a subject believes that a particular need will be satisfied by his Army career in the future. The score was obtained by adding the Expected Incentive Increase score to the Need Satisfaction score. Possible scores range from +6 to -5. Positive scores indicate a belief that the particular need will be satisfied in the future, while negative scores indicate a belief that the need will not be satisfied. The greater the positive value, the greater the need satisfaction that is expected; the greater the negative value, the greater the dissatisfaction that is expected.

RESULTS

BACKGROUND CHARACTERISTICS

Background data for the subjects in the three groups are contained in Table 1. These data show that the subjects were highly similar in years of education, but differed in age, years of military service, and marital status. Subjects in the YES group were an average of three years older in age than subjects in the NO group, and almost four years older than those in the UNDECIDED group. An analysis of variance showed that the difference in age among the three groups was statistically significant ($p < .05$). Duncan Multiple Range tests were performed to determine the significance of the difference between each pair of groups. Significant differences were found between the YES and NO groups, and between the YES and UNDECIDED groups; the difference between NO and UNDECIDED groups was not significant.

Table 1

Background Characteristics of Sample, by Reenlistment Intention

Background Characteristic	Reenlistment Intention			Significance Level
	YES (N=33)	UNDECIDED (N=32)	NO (N=35)	
Age (years)	30.7	26.8	27.7	.05
Education (years)	11.8	11.6	11.8	NS
Military Service (years)	10.5	7.3	8.7	.05
Marital Status (% Married)	75.8	93.8	68.6	.05

Subjects in all three groups averaged just under 12 years of education. An analysis of variance showed that the difference between the groups was not significant.

Subjects in the YES group averaged 10.5 years of service. This was over three years more than the average of the UNDECIDED group, and almost two years more than the NO group. An analysis of variance showed that the difference between the groups was statistically significant ($p < .05$). Duncan Multiple Range tests further showed that the subjects in the YES group were in the service for a greater period of time than the subjects in the UNDECIDED group, but not more than the subjects in the NO group. The difference in average length of service for the subjects in the UNDECIDED and NO groups was not significant.

The percentage of men in the three groups who were married ranged from almost 94% in the UNDECIDED group, to 69% in the NO group. The chi square test conducted to test the significance of the difference between the three groups in the proportion of men who were married was significant ($p < .05$). Chi square tests between pairs of groups showed no significant difference between the proportion of married men in the YES and NO groups, but the proportion of married men in the UNDECIDED group was significantly higher than the proportion in either of the other two groups.

ATTITUDE TOWARD ARMY

The mean TA-III scores for subjects in the three groups show that the subjects in the YES group had the most favorable attitude toward the Army (mean = 16.4), those in the UNDECIDED group (mean = 14.7) ranked next, while those in the NO group had the least favorable attitude (mean = 11.9). The analysis of variance conducted to compare the difference between the three means showed a significant difference ($p < .05$). Duncan Multiple Range tests showed that the mean score for the subjects in the NO group was significantly lower than the mean score from either of the other two groups. The difference between the scores for the YES and UNDECIDED groups was not statistically significant.

PERSONALITY

The mean scores for the three groups on the five CPI scales are contained in Table 2. An analysis of variance was performed for each of the scales. A significant difference between the means for the three groups was found only on the Socialization scale ($p < .05$). The subjects in the YES group showed the highest mean score on this trait, while those in the NO group showed the lowest. Duncan Multiple Range tests showed that the difference between the YES and NO groups was statistically significant, while the difference between all other pairs of groups was not.

Table 2

Mean California Psychological Inventory Scores for Subjects, by
Reenlistment Intention

Personality Trait	Reenlistment Intention			Significance Level
	YES	UNDECIDED	NO	
Dominance	26.8	27.2	25.9	NS
Responsibility	27.6	26.4	25.6	NS
Socialization	35.4	33.9	31.6	.05
Communality	26.3	25.4	25.5	NS
Achievement via Independence	15.4	14.4	14.7	NS

MOTIVATIONAL NEEDS

Desired Incentive

The mean Desired Incentive scores for the three groups are contained in Table 3. The range of obtained means was rather narrow, with all but two of the means having values between 1.0 and 1.7. These mean scores indicate that subjects in all three groups felt that their Army careers should provide more incentives than those provided to comparable civilians. Furthermore, there were no differences between the groups in the amount of incentive they felt should be provided. None of the ten analyses of variance that were performed yielded significant differences.

Table 3
Mean Desired Incentive Scores for Subjects, by
Reenlistment Intention

Need	Reenlistment Intention			Significance Level
	YES	UNDECIDED	NO	
Financial Security	1.1	1.4	1.0	NS
Job Security	1.3	1.5	1.1	NS
Family Life	1.4	1.4	1.5	NS
Friends	0.8	1.1	0.6	NS
Independent Thought and Action	1.3	1.3	1.2	NS
Exercise Authority	1.1	1.5	1.1	NS
Prestige Inside Military	1.7	1.5	1.3	NS
Prestige Outside Military	1.5	1.5	1.3	NS
Realize Full Potential	1.5	1.3	1.4	NS
Feeling of Accomplishment	1.4	1.3	1.7	NS

Need Satisfaction

The mean Need Satisfaction scores are contained in Table 4. All of the means are negative in value, indicating that personal needs of the subjects were not being satisfied by their careers. The least dissatisfaction was shown for the need for an Opportunity to Make Worthwhile Friends, while the greatest dissatisfaction was shown for the need for an Opportunity for a Good Family Life and for Prestige, both inside and outside the military.

Analysis of variance yielded only two significant differences between the three groups. These differences occurred on the need for an Opportunity for a Good Family Life ($p < .05$) and on the need for a Feeling of Worthwhile Accomplishment ($p < .05$). On the need for an Opportunity for Good Family Life, the least dissatisfaction was displayed

Table 4
Mean Need Satisfaction Scores for Subjects, by
Reenlistment Intention

Need	Reenlistment Intention			Significance Level
	YES	UNDECIDED	NO	
Financial Security	-1.6	-1.8	-1.8	NS
Job Security	-1.2	-1.1	-1.1	NS
Family Life	-2.2	-2.9	-3.4	.05
Friends	-0.4	-0.9	-0.8	NS
Independent Thought and Action	-2.2	-1.9	-2.4	NS
Exercise Authority	-1.1	-1.4	-1.3	NS
Prestige Inside Military	-2.5	-2.4	-2.6	NS
Prestige Outside Military	-2.5	-2.2	-2.6	NS
Realize Full Potential	-2.0	-1.8	-2.4	NS
Feeling of Accomplishment	-1.3	-1.5	-2.6	.05

by the subjects in the YES group, and the greatest dissatisfaction by the subjects in the NO group. Duncan Multiple Range tests showed that the difference between the YES and NO groups was statistically significant, but that the differences between other pairs of groups were not. On the need for a Feeling of Worthwhile Accomplishment, again the YES group showed the least dissatisfaction and the NO group showed the greatest dissatisfaction. Duncan Multiple Range tests showed that the differences between the NO group and each of the other two groups were statistically significant, while the difference between the YES and UNDECIDED group was not.

Expected Incentive Increase

The mean Expected Incentive Increase scores for the three groups are contained in Table 5. The means range from 0.1 to 1.4, indicating that increases in incentives were expected by subjects in all three groups, but that they expected the magnitude of the increase to be small. Subjects in the NO group consistently expected the smallest increases. The average increase expected by this group was smaller than that expected by either of the other two groups on all ten needs.

Table 5
Mean Expected Incentive Increase Scores for Subjects, by
Reenlistment Intention

Need	Reenlistment Intention			Significance Level
	YES	UNDECIDED	NO	
Financial Security	1.2	1.3	0.9	.05
Job Security	1.0	1.1	0.6	NS
Family Life	0.7	0.6	0.3	NS
Friends	0.9	1.0	0.5	NS
Independent Thought and Action	0.8	0.8	0.7	NS
Exercise Authority	1.0	1.2	0.5	.05
Prestige Inside Military	0.8	0.9	0.4	NS
Prestige Outside Military	0.4	0.6	0.1	.05
Realize Full Potential	0.9	1.0	0.4	.05
Feeling of Accomplishment	1.4	1.0	0.5	.05

Analyses of variance showed that there were significant differences between the three groups on five of the needs: Financial Security ($p < .05$); Opportunity to Exercise Authority ($p < .05$); Prestige Outside the Military ($p < .05$); Opportunity to Realize Full Potential ($p < .05$); and Feeling of Worthwhile Accomplishment ($p < .05$). Duncan Multiple Range tests showed that the NO group expected less of an increase in incentive than either the YES or UNDECIDED groups on all these needs except the need for Prestige Outside the Military. For the latter need, the NO group was significantly lower than only the UNDECIDED group. On none of the five needs having significant F s were there significant differences between subjects in the YES and UNDECIDED groups.

Expected Need Satisfaction

The Expected Need Satisfaction scores for the three groups are contained in Table 6. Twenty-six of the 30 scores contained in the table are negative in value, indicating the subjects did not expect their personal needs to be satisfied by their military careers. The

Table 6

**Mean Expected Need Satisfaction Scores for Subjects, by
Reenlistment Intention**

Need	Reenlistment Intention			Significance Level
	YES	UNDECIDED	NO	
Financial Security	-0.3	-0.5	-0.9	NS
Job Security	-0.2	0.0	-1.3	.05
Family Life	-1.5	-2.4	-3.1	.05
Friends	0.6	0.0	-0.3	NS
Independent Thought and Action	-1.4	-1.1	-1.7	NS
Exercise Authority	-0.1	-0.2	-0.8	NS
Prestige Inside Military	-1.7	-1.5	-2.2	NS
Prestige Outside Military	-2.1	-1.6	-2.5	NS
Realize Full Potential	-1.1	-0.8	-1.9	NS
Feeling of Accomplishment	0.0	-0.4	-2.2	.01

greatest dissatisfaction was expected for an Opportunity for a Good Family Life, Prestige Inside the Military, and Prestige Outside the Military.

The subjects in the NO group expected more dissatisfaction than subjects in either of the other two groups on all ten needs. Significant differences between the groups were obtained, however, only on three needs—Job Security ($p < .05$), Opportunity for a Good Family Life ($p < .05$), and Feeling of Worthwhile Accomplishment ($p < .01$). Duncan Multiple Range tests showed that the NO group expected significantly more dissatisfaction than either of the other two groups on the need for Job Security and the need for a Feeling of Worthwhile Accomplishment. The NO group also expected significantly more dissatisfaction on the Opportunity for a Good Family Life than the subjects in the YES group. The differences between the subjects in the YES and UNDECIDED groups were not significant on any of the needs.

DISCUSSION

The results of this study suggest that the causes of dissatisfaction among Army NCOs can be determined, at least in part, through the use of psychological measuring instruments, and that these same instruments can also be used to predict reenlistment intention.

Information pertaining to background characteristics of NCOs offers one means of prediction. The greater the age of the NCO, the greater the chance that he will reenlist. Obviously, older soldiers have been in the service for a longer period of time and have a much greater commitment to the military as a career. Their pay grades are probably higher, and they are closer to retirement. To separate from the service at this time would require a much greater sacrifice than would be required from a younger man with fewer years of service. Increased age may also make it more difficult for them to obtain civilian employment or to otherwise adapt to civilian life.

One interesting finding concerned the unusually high proportion of married men in the UNDECIDED group. This suggests that the reenlistment decision is more difficult for married men than for single men. This difficulty may stem from a desire by the married NCO to achieve concurrence with his wife and family before making a decision that would affect them collectively. It might, however, suggest that a conflict may exist between the personal desires of the NCO and those of his wife. Perhaps difficulties with family life caused by military careers, such as prolonged separation and frequent dislocation, result in delays (i.e., UNDECIDED) in the reenlistment decision. One important avenue of further research would be a comparison between personal advantages offered by a military career with family disadvantages. One approach to this problem would be to investigate the views of the wife and family toward military life, and to relate these views to the ultimate reenlistment decision.

A significant difference was obtained between the groups in their attitudes toward the Army. As expected, NCOs who decided to reenlist were more favorable toward the Army than those who decided not to reenlist; NCOs who were undecided about reenlistment showed intermediate favorability. This finding seems to suggest that attitude toward the Army is a major factor in the decision to reenlist.

However, another possibility must be considered: Attitude toward the Army may be affected by the reenlistment decision and, in fact, may not be an important factor in making that decision. That is, once a decision is made, the NCO may feel a personal need to "justify" that decision. Thus, if he decides to reenlist, the decision might lead him to feel that he really likes the Army, and the resulting score on his attitude questionnaire would indicate a favorable attitude toward the Army. On the other hand, if he decides not to reenlist, to "justify" this decision he might feel that he does not like the Army, and the resulting score on the questionnaire would indicate an unfavorable attitude toward the Army. Numerous psychological studies have shown that changes in behavior lead to subsequent changes in attitude; those studies would tend to support this possible interpretation of the data (8, 9, 10, 11, 12).

Applying this analysis to possibilities for predicting reenlistment behavior, if attitude toward the Army is mainly a *consequence* rather than a cause of the reenlistment decision, attitude questionnaires would have little value as predictors of reenlistment. Thus, for the present study, one could assume that all three groups had been alike in their initial attitudes toward the Army; once the reenlistment decision was made, the scores would have increased for those who had decided to reenlist, while they decreased for those who had decided to separate from the service. Those who were UNDECIDED would have shown no change in their scores, and they would have been between those of the other two groups. Since the data actually obtained fell in this rank order, they are consistent with—but do not establish—the interpretation that attitude change followed the reenlistment decision.

To obtain the information needed to clarify use of attitude scores for prediction purposes, attitudes of undecided NCOs should be examined more closely to determine whether they change following a reenlistment decision. If attitudes become more favorable for those who decide to reenlist and less favorable for those who decide not to reenlist, attitudes should be viewed as a consequence of the decision. On the other hand, if those who decide to reenlist have initially more favorable attitudes than those who decide not to reenlist, then attitudes can be viewed as a causal factor in the decision. Only in the latter case can attitude scores be used to predict reenlistment.

Finally, it should be noted that attitude toward the Army may be a cause of the reenlistment decision for some NCOs, but a consequence of the reenlistment decision for other NCOs. Unless some method could be devised by which NCOs could be classified into one of these two groups, it would be impossible to predict reenlistment decisions from attitude scores. Once such a classification method were devised, reenlistment decision could be predicted for the members of the group whose attitudes affect the decision, but not for members of the group whose attitudes are a consequence of the decision.

The results of the present study show little encouragement for the use of personality scales to predict reenlistment. While it was expected that soldiers with certain personality traits would be more apt to reenlist than soldiers without these traits, a significant difference between the groups was found with only one of the five scales used. On the Socialization scale, those who decided to reenlist scored higher than those who decided not to reenlist.

While the personality scales failed to show major differences between the groups, the evidence does not totally negate their eventual use as predictors of reenlistment. Of the 16 scales in the California Psychological Inventory (CPI), only five were included in the present investigation. These five scales were not selected either empirically or by expert opinion of psychologists, but by experienced military NCOs and officers who had little, if any, training in personality assessment. Therefore, before personality should be discarded as a factor in the reenlistment decision, a complete battery of tests should be administered and evaluated. The traits that discriminate between those who decided to reenlist and those who decided not to reenlist should then be included in a battery given to a sample of undecided soldiers. The ultimate evaluation of the tests would be to determine whether the score of those who later decided to reenlist differed from those who decided not to reenlist.

In addition to the examination of personality traits as factors in the reenlistment decision, the use of personality profiles ought to be examined. While a particular trait may be unrelated to reenlistment decision, a combination or pattern of traits may prove useful for predictive purposes.

The fact that the Socialization scale of the CPI successfully discriminated between the YES and the NO groups suggests that social maturity may be an important factor in the reenlistment decision. The CPI manual describes those scoring high on this scale as serious and conscientious, while it describes those scoring low as resentful, stubborn, and undependable. Since the NCOs in the YES group scored higher than those in the NO group, this would imply that those who decided to reenlist were more serious and conscientious, generally, than those who decided not to reenlist.

While both high and low scorers were probably equally aware of the negative aspects inherent in a military career, those high in social maturity may have placed greater emphasis upon the positive aspects of such a career, while those low in social maturity may have placed more emphasis upon negative aspects. The socially immature individual may be more likely to quit, given these career difficulties, while the socially mature individual may decide to remain in spite of them. The socially immature individual may, in fact, be less likely to remain in any situation that becomes difficult, and this tendency

may not be limited to his military career decision. Since the Socialization scale successfully discriminated between the subjects in the YES and the NO groups, this particular trait merits closer scrutiny, and additional scales of social maturity should be investigated for use in predicting reenlistment.

The measures of motivational needs failed to show any differences between the groups in the amount of incentive they felt they should get from their Army careers. On the other hand, there were differences in Need Satisfaction on two of the ten needs included in the test battery. The men in the NO group were more dissatisfied than those in the YES group with the opportunity afforded to have a good family life. This suggests that an important reason for deciding not to reenlist may stem from interference with family life. Soldiers who make a career out of the Army frequently work long hours and have prolonged separations from their families; moving from post to post is often difficult, and friendships are routinely broken up.

The men in the NO group were also more dissatisfied with their lack of a feeling of worthwhile accomplishment. This suggests that NCOs are more apt to reenlist when their work provides them with a feeling of accomplishment. Since the nature of the job itself often determines the degree to which a sense of accomplishment can be obtained, this finding would suggest that the relationship between the nature of the job and reenlistment decision be closely examined.

In line with the earlier discussion on attitude change as a means of justifying the reenlistment decision, it is also possible that satisfaction of motivational needs can change to justify the decision. Those who decide not to reenlist may exaggerate the extent to which the Army fails to satisfy personal needs, while those who decide to reenlist may exaggerate the extent to which these needs are satisfied. However, the fact that significant differences between the YES and the NO groups appeared on only two of the ten needs suggests that dissatisfaction was a cause of the decision to leave the service rather than a consequence of the decision. If dissatisfaction were a consequence, it is likely that differences between the YES and the NO groups would have appeared on all ten needs.

It is noteworthy that both the YES and the UNDECIDED groups were significantly less dissatisfied with their feeling of accomplishment than the NO group. This suggests that feeling of accomplishment may be an unusually important factor in the reenlistment decision. The data possibly suggest that a soldier who experiences a feeling of satisfaction may not separate from the service provided that he obtains sufficient job satisfaction to make up for the interference with family life.

Significant differences were obtained between the groups on the Expected Incentive Increase scores for five of the ten motivational needs. It is particularly noteworthy that four of these five needs fall within the top two ranks of Maslow's need hierarchy. The need to Exercise Authority and the need for Prestige Outside the Military represent Maslow's second highest need level, while the need for Opportunity to Realize Full Potential and the need for a Feeling of Accomplishment represent his highest level.

These results suggest that the men who decide to separate from the service feel that their military careers will not satisfy their needs for esteem and for self-actualization. Furthermore, expected future satisfaction appears to be a more important factor in the reenlistment decision than present satisfaction. A soldier who presently feels that his esteem needs and need for self-actualization are not being satisfied may remain in the service provided that he expects these needs to be satisfied by his career in the future. When he feels that these needs will not be satisfied, then he is likely to terminate his military career. These results suggest that a career NCO is willing to forego present need satisfaction if he is confident that he will satisfy his higher level needs in the future. Thus, they suggest that present need satisfaction is not a major factor in the reenlistment decision, and that measures of present satisfaction will not predict reenlistment intention.

On the final motivational measure, Expected Need Satisfaction, significant differences were obtained between the groups on three needs—Job Security, Opportunity for a Good Family Life, and Feeling of Worthwhile Accomplishment. Two of these, Opportunity for Good Family Life and Feeling of Worthwhile Accomplishment, also yielded significant differences on the Need Satisfaction scores. While these results might at first seem to indicate that expected satisfaction of higher level needs is not a significant factor in differentiating between NCOs who decide to reenlist and those who do not, these particular results may be the result of a statistical artifact. The Expected Need Satisfaction score was derived by combining the Need Satisfaction scores with the Expected Incentive Increases scores. Since the variance of the former scores was greater than the variance of the latter, the Need Satisfaction scores would have the greater weight in the combined score. Thus, the Expected Need Satisfaction scores must correlate highly with the Need Satisfaction scores on the basis of the artifact. The fact that similar results were obtained from the two measures suggests that this was the case. Therefore, the fact that differences between the groups were not obtained on the higher level needs for the Expected Need Satisfaction score does not invalidate the interpretation of the results for the Expected Incentive Increase scores.

In acquiring the sample for this investigation, the only requirements for selecting the subjects were that they be E6 tank commanders in at least their second enlistment. Within this group, however, the subjects varied greatly in years of service. While some subjects had been in the service for only two years, others had been in for as long as 19 years. As a result of this large variation between subjects in years of service, it is highly likely that the subjects differed extensively in the degree to which they were committed to a military career. NCOs with 19 years of service were so close to retirement age that they would be unlikely to separate from the service regardless of the difficulties they faced during their final years or the degree to which their needs were not being satisfied. On the other hand, men with only two years of service had only a minor commitment to the Army as a career. It would therefore be expected that minor dissatisfactions might cause the soldier with two years of service to separate from the service, while not even major dissatisfactions could cause a veteran of 19 years to separate.

On this basis, it was decided to reanalyze the data for soldiers with only a moderate commitment to a military career. It was arbitrarily assumed that soldiers with from three to ten years of service would meet this criterion. Those with fewer than three years would have too little commitment, and those with more than 10 years would have too great a commitment. In addition, since the difficulties experienced by married soldiers would be different in many respects from the difficulties experienced by single soldiers, separate analyses were deemed desirable. There were too few unmarried men in the study to allow meaningful data analysis on this subsample, so only married men were included in the reanalysis. The following results, therefore, were obtained only from married E6 tank commanders who had between three and ten years of military service. There were a total of 15 men in the YES group, 23 in the UNDECIDED group, and 19 in the NO group.

There were no significant differences between the three groups in age, years of education, or years of service. A significant difference was obtained, however, on the TA-III scale ($p < .05$). As before, those in the YES group showed the most favorable attitude toward the Army, while those in the NO group showed the least favorable attitude. There were no significant differences between the groups on any of the five personality scales. In contrast, a significant difference was obtained on the Socialization scale with the entire sample.

As before, there were no differences on the Desired Incentive scores. However, a significant difference was obtained on one of the Need Satisfaction scores—the Opportunity to Make Worthwhile Friends ($p < .05$). Those who decided to reenlist reported that

this need was satisfied by their careers (mean = 1.4), while those who decided not to reenlist expressed some mild dissatisfaction (mean = -0.2). In contrast, using the total sample, significant differences were obtained for the need for a Good Family Life and the Feeling of Worthwhile Accomplishment.

Significant differences were obtained on six of the ten needs on the Expected Incentive Increase scores. These were Financial Security ($p < .01$), Job Security ($p < .01$), Opportunity for a Worthwhile Family Life ($p < .01$), Opportunity to Exercise Authority ($p < .01$), Opportunity to Realize Full Potential ($p < .05$), and Opportunity for a Feeling of Worthwhile Accomplishment ($p < .01$). On all six needs, those who decided not to reenlist expected the smallest increase, while those who decided to reenlist expected the greatest increase. These results show important differences compared to those obtained using the entire sample.

On the total sample, significant differences were obtained on five needs, four of which were esteem or self-actualization needs. On the married sample, however, significant differences were obtained for needs at all levels. It can, therefore, be concluded that the expected satisfaction of lower level needs (security and esteem needs) is a more important factor in the reenlistment decision of married than of unmarried men. It is likely that the greater responsibility of married NCOs compared to single NCOs causes them to have greater concern for the physical and social well-being of their families.

Finally, significant differences were obtained on four of the needs for the Expected Need Satisfaction scores. These were Job Security ($p < .01$), the Opportunity for a Good Family Life ($p < .05$), the Opportunity to Make Worthwhile Friends ($p < .05$), and the Feeling of Worthwhile Accomplishment ($p < .01$). On all needs except the Opportunity to Make Worthwhile Friends, the subjects who reenlisted expected the most need satisfaction, while those who decided not to reenlist expected the least need satisfaction. For the need for an Opportunity to Make Worthwhile Friends, there were no differences between the NO and the UNDECIDED groups in expected satisfaction.

In conclusion, the results of this investigation suggest that expected need satisfaction affects the reenlistment decision and may be used to predict reenlistment intentions of NCOs. Although attitude scores differentiate between those who decided to reenlist and those who decided to separate from the service, the cause and effect relationship between these two variables is unclear. While an unfavorable attitude may have led to the decision to separate, it is also possible that attitudes became unfavorable following the decision in order to justify the decision.

Present need satisfaction appears to be a less important factor in the reenlistment decision than expected satisfaction, and may be of little value as a predictor. Expectations concerning future need satisfaction appears to be an important factor. Men who expected increases in incentives were more apt to decide to reenlist than men who did not expect these increases.

Furthermore, the marital status of the NCO appeared to be related to the type of incentive that is important. Data from the total sample showed that expected incentive increases for esteem needs and the need for self-actualization were important factors in the reenlistment decision. Data from married men with only a partial commitment to a service career showed, however, that expected incentive increases for safety and social needs were also important factors. It is possible that these data reflect concern for need satisfaction of the members of their family rather than their own personal need satisfaction. Closer examination of the role of the family in the reenlistment decision is needed to clarify this aspect of the problem.

The analysis of the personality test data suggested that personality tests may be of little use in predicting reenlistment intentions. A significant difference between the three groups of subjects was found for only one of the scales. While it is still possible that a

military career may attract a certain type of individual, the data offer little support for this notion. Since only five personality scales were used, and there were not enough subjects to examine personality profiles, the issue is still undecided.

For future research, the data suggest that more emphasis should be placed on future need satisfaction rather than on present need satisfaction, and more emphasis should be placed on expected satisfaction of higher level needs.

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AND
APPENDICES**

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Appendix A
BACKGROUND INFORMATION QUESTIONNAIRE

HumRRO Division No. 2
February 1970

1. What is your job assignment? _____
2. What is your MOS number? _____
3. What is your rank?
E-1 _____ E-4 _____ E-7 _____
E-2 _____ E-5 _____ E-8 _____
E-3 _____ E-6 _____ E-9 _____
4. How long have you been in the Army? _____ Years _____ Months
5. How long have you been in your present company or unit? _____ Months
6. How long have you been in your present rank? _____
7. How old were you on your last birthday? _____ Years
8. What is your marital status? Married _____ ; Single _____ ; Other _____
9. How many years of school did you have altogether? _____
10. On what date does your current enlistment terminate? (Write in the month and year)

11. When your current enlistment terminates, do you think you will reenlist or not?
I will definitely reenlist _____
I will probably reenlist _____
I will probably not reenlist _____
I will definitely not reenlist _____
I am undecided _____

Appendix B

TA-III QUESTIONNAIRE

Name _____ Rank _____ Serial No. _____

HumRRO Division No. 2

October, 1969
Form TA-III, 74-1

Section I

We would like to know how generally favorable or unfavorable you feel about the different things listed at the bottom of this page—that is, how much you like or dislike each thing. You may not know much of anything about some of the things listed, so you may have to depend on things you have heard from other people, or even on hunches. Show how you feel about each thing by putting one of the numbers from 1 to 7 in front of it.

Here is what your numbers should mean:

1. Feel extremely favorable.
2. Feel quite favorable.
3. Feel slightly favorable.
4. Feel neither favorable nor unfavorable.
5. Feel slightly unfavorable.
6. Feel quite unfavorable.
7. Feel extremely unfavorable.

- | | |
|--------------------------------------|------------------------------|
| _____ (a) The U.S. Army | _____ h. Teachers |
| _____ b. Labor Unions | _____ i. Life as a Civilian |
| _____ (c) Most Army Sergeants | _____ j. The U.S. Air Force |
| _____ d. Going to school | _____ k. Night Clubs |
| _____ (e) Life as a soldier | _____ (l) Most Army Officers |
| _____ f. Managers, bosses | _____ m. The Police |
| _____ (g) Army rules and regulations | _____ n. Hunting, fishing |

Section II

In this section there are a number of statements about the Army. Read each statement and decide how much you agree or disagree with it. Then check the answer which is closest to the way you feel.

1. The Army makes a man of you.
 - (1) _____ Agree completely.
 - (2) _____ Agree moderately.
 - (3) _____ Agree slightly.
 - (4) _____ Disagree slightly.
 - (5) _____ Disagree moderately.
 - (6) _____ Disagree completely.

2. Most Army officers are well qualified for their jobs.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
3. The Army does everything possible to put men in the jobs for which they are best suited.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
4. The Army is run as efficiently as most large civilian organizations.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
5. Most Army NCOs are willing to go through anything they ask their men to go through.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
6. In the Army, nobody seems to "give a damn" about anything.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.

7. The Army is not interested in the welfare of individual soldiers.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
8. Army officers are generally understanding of the needs and problems of their men.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
9. The discipline you get in the Army is good for you.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
10. Whatever job you get in the Army, you can be sure that you will be well trained when you start performing your duties.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
11. The Army encourages men with ability and initiative.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.

12. Army officers are generally as well qualified as men who have civilian jobs with the same amount of responsibility.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
13. Army NCOs are generally as well qualified as men who have civilian jobs with the same amount of responsibility.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
14. As long as you "keep your nose clean," you'll get ahead in the Army just as fast whether you really work hard or not.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
15. Most Army NCOs really understand how to get the best out of their men.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.
16. Most Army NCOs are well qualified for their jobs.
- (1) ☐ Agree completely.
 - (2) ☐ Agree moderately.
 - (3) ☐ Agree slightly.
 - (4) ☐ Disagree slightly.
 - (5) ☐ Disagree moderately.
 - (6) ☐ Disagree completely.

Section III

1. How hard has it been for you getting used to Army life and discipline?
 - (1) ☐ Very hard.
 - (2) ☐ Fairly hard.
 - (3) ☐ Neither hard nor easy.
 - (4) ☐ Fairly easy.
 - (5) ☐ Very easy.

2. Right now, what do you think the chances are that you will reenlist in the Army after your present tour of duty?
 - (1) ☐ Will definitely not reenlist.
 - (2) ☐ Will probably not reenlist.
 - (3) ☐ Might reenlist.
 - (4) ☐ Will probably reenlist.
 - (5) ☐ Will almost certainly reenlist.

3. If things work out for you in the Army, what are the chances that you will reenlist when your present tour is finished?
 - (1) ☐ I will almost certainly reenlist.
 - (2) ☐ I will probably reenlist.
 - (3) ☐ There is a good chance that I will reenlist.
 - (4) ☐ I will probably not reenlist.
 - (5) ☐ I will definitely not reenlist.

Appendix C

MOTIVATION QUESTIONNAIRE

HumRRO Division No. 2

October, 1969
Form ES-74-5 (CV)

CAREER SURVEY QUESTIONNAIRE

In this section, we would like you to give us your opinions about the rewards, benefits and satisfactions that you get out of your career in the Army, as compared to the rewards, benefits and satisfactions that you might get out of a comparable career in civilian life.

Please think for a few seconds about men in civilian life, who are similar to you in age, education and general intelligence. Then think for a few more seconds, about the civilian jobs these men are likely to have. Then answer the following questions.

* * * *

Financial Security.

1a. How much financial security (pay, allowances, fringe benefits, retirement) does your Army career provide you now, as compared to the financial security that men similar to you get from their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

1b. How much financial security do you think your Army career should provide you now, compared to the financial security men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

1c. In relation to your needs, to what extent do you think your financial security will increase as you continue in your Army career?

The financial security I get from my Army career will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Job Security.

2a. How much job security does your Army career provide you now, as compared to the job security that men similar to you get from their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

2b. How much job security do you think your Army career should provide you now, as compared to the job security that men similar to you get in their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

2c. In relation to your needs, to what extent do you think your job security will increase as you continue your Army career?

The job security I get from my Army career will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Friends.

3a. How much opportunity to meet and make friends with worthwhile people does your Army career provide you now, as compared to the opportunity that men similar to you get from their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

3b. How much opportunity to meet and make friends with worthwhile people do you think your Army career should provide you now, as compared to the opportunity that men similar to you get in their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

3c. In relation to your needs, to what extent do you think your opportunity to meet and make friends with worthwhile people will increase as you continue your Army career?

As I continue my Army career, the opportunity to meet and make friends with worthwhile people will probably:

Stay about the same as it is now _____

Increase, but not nearly as much as I would like it to _____

Increase, but not quite as much as I would like it to _____

Increase just about as much as I would like it to _____

Family Life.

4a. How much opportunity to have a good family life does your Army career provide you now, as compared to the opportunity that men similar to you get from their civilian career?

My Army career provides:

Less _____

Slightly less _____

About the same _____

Slightly more _____

More _____

4b. How much opportunity to have a good family life should your Army career provide you now, as compared to the opportunity that men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____

About the same _____

Slightly more _____

More _____

Much more _____

4c. In relation to your needs, to what extent do you think your opportunity to have a good family life will increase as you continue your Army career?

As I continue my Army career, my opportunity to have a good family life will probably:

Stay about the same as it is now _____

Increase, but not nearly as much as I would like it to _____

Increase, but not quite as much as I would like it to _____

Increase just about as much as I would like it to _____

Independent Thought and Action.

5a. How much opportunity for independent thought and action does your Army career provide you now, as compared to the opportunity that men similar to you get from their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

5b. How much opportunity for independent thought and action do you think your Army career should provide you now as compared to the opportunity that men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

5c. In relation to your needs, to what extent do you think your opportunity for independent thought and action will increase as you continue your Army career?

As I continue my Army career, my opportunity for independent thought and action will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Opportunity to Exercise Authority.

6a. How much opportunity to exercise authority do you get from your Army career now, as compared to the opportunity that men similar to you get from their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

6b. How much opportunity to exercise authority do you think your Army career should provide you now, as compared to the opportunity men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

6c. In relation to your needs, to what extent do you think your opportunity to exercise authority will increase as you continue your Army career?

As I continue my Army career, my opportunity to exercise authority will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Feeling of Worthwhile Accomplishment.

7a. How much of a feeling of worthwhile accomplishment do you get from your Army career now, as compared to the feeling that men similar to you get from their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

7b. How much of a feeling of worthwhile accomplishment do you think your Army career should provide you now, as compared to the feeling of worthwhile accomplishment that men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

7c. In relation to your needs, to what extent do you think your feeling of worthwhile accomplishment will increase as you continue your Army career?

As I continue my Army career, the feeling of worthwhile accomplishment that I get will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Realizing Full Potential.

8a. How much opportunity to realize your full potential do you get from your Army career now, as compared to the opportunity men similar to you get from their civilian jobs?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

8b. How much opportunity to realize your full potential do you think your Army career should provide you now, as compared to the opportunity men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

8c. In relation to your needs, to what extent do you think your opportunity to realize your full potential will increase as you continue your Army career?

As I continue my Army career, my opportunity to realize my full potential will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Prestige from People in the Military.

9a. How much prestige (credit for accomplishment) do you get for your Army career now from people in the military, as compared to the prestige men similar to you get for their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

9h. How much prestige from people in the military do you think your Army career should provide you now, as compared to the prestige men similar to you get from their civilian jobs?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

9c. In relation to your needs, to what extent do you think the prestige you get from people in the military will increase as you continue your Army career?

As I continue my Army career, the prestige I get from people in the military will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

Prestige from People outside the Military.

10a. How much prestige (credit for accomplishment) do you get for your Army career now from people outside the military, as compared to the prestige men similar to you get for their civilian careers?

My Army career provides:

Less _____
Slightly less _____
About the same _____
Slightly more _____
More _____

10b. How much prestige from people outside the military do you think you should get now, as compared to the prestige men similar to you get from their civilian careers?

My Army career should provide:

Slightly less _____
About the same _____
Slightly more _____
More _____
Much more _____

10c. In relation to your needs, to what extent do you think the prestige you get from people outside the military will increase as you continue your Army career?

As I continue my Army career, the prestige I get from people outside the military will probably:

Stay about the same as it is now _____
Increase, but not nearly as much as I would like it to _____
Increase, but not quite as much as I would like it to _____
Increase just about as much as I would like it to _____

11. Below is a list of the ten career factors you have just rated. Please mark the list to show how important you think each factor is with regard to the others. Select the factor you think is most important as far as your own career is concerned, and mark a "1" in front of it. Mark the next most important factor "2" etc.

- _____ Financial Security
- _____ Job Security
- _____ Opportunity to Meet and Make Friends with Worthwhile People
- _____ Opportunity to Have a Good Family Life
- _____ Opportunity for Independent Action
- _____ Opportunity to Exercise Authority
- _____ Opportunity to Have a Feeling of Accomplishment
- _____ Opportunity to Realize Full Potential
- _____ Prestige from People in the Military
- _____ Prestige from People outside the Military